Project Charter

Washington State Administrative Office of the Courts
Information Services Division

for

Superior Court Management
Feasibility Study (SCMFS) Project

Version 3.1
March 18, 2011

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Version History

Version	Version Date	Author	Major Version Changes	Reviewers	Review Date
1.0	2010-11-01	Deven Zipp	Original Draft		
1.1	2010-11-29	Deven Zipp	Added appendices. All other changes noted with revision marks.		
1.2	2010-11-30	Deven Zipp	Incorporated revisions from project lead and added minor edits.		
1.3	2010-12-06	Deven Zipp	Added scope diagram & definitions. Changed PM to Kate Kruller.		
1.4	2010-12-06	Deven Zipp	Added feedback from Kate Kruller.		
	2010-12-06	Deven Zipp	Added final edits from Bob Marlatt and Kate Kruller.		
2.0	2010-12-28	Kate Kruller	Finalized Charter; Signed		
3.0	2011-03-09	Kate Kruller	Charter Amendment		
3.1	2011-03-17	Kate Kruller	Added feedback from ESC		

Authorizing Signatures

This project charter represents an agreement between several Washington State Superior Court departments and the Administrative Office of the Courts/Information Services Division (project contracting firm MTG Management Consultants, LLC, inclusive). My signature indicates that I have reviewed this project charter and concur with its contents.

signature Date 4-4-2011	_signature_ Date 4/7/2011
Kate Kruller SCMFS Project Manager Information Services Division Administrative Office of the Courts	**Vonnie Diseth** Director/CIO Information Services Division Administrative Office of the Courts
signature Date 4/11/11	_signature_ Date 4/8/11
Joseph Wheeler SCMFS Vendor Project Officer MTG Management Consultants, LLC	**Robert Marlatt** SCMFS Vendor Project Lead MTG Management Consultants, LLC
signature Mary E. Fairhurst Date 4/13/11	_signature_ Date 4/8/11
Justice Mary Fairhurst Chair Judicial Information System Committee	**Jeff Hall** State Court Administrator Administrative Office of the Courts

Courtesy copies provided to:

Judge Steve Warning, President -Superior Court Judges Association (SCJA)
Kevin Stock, President - Washington State Association of County Clerks (WSACC)
Delilah George, President - Association of Washington Superior Court Administrators (AWSCA)

Ramsey Radwan – AOC Management Services Director
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Bill Cogswell – AOC Associate Director/Operations Manager
Kumar Yajamanam - AOC Architect Strategy Manager

A. Introduction

Project Name:	Superior Court Management Feasibility Study	**Creation Date:**	2010-07-09
Governing Body:	Judicial Information Systems Committee (JISC)	**Revision Date:**	2011-03-18
Project Agency:	Administrative Office of the Courts (AOC) / Information Services Division (ISD)	**Contracting Firm:** (PSC 11062)	MTG Management Consulting, LLC
Project Manager:	Kate Kruller	**Authorized by:**	Vonnie Diseth

Key Stakeholders:

- Superior Court Judicial Association (SCJA)
- Washington State Association of County Clerks (WSACC)
- Association of Washington Superior Court Administrators (AWSCA)
- Project Executive Sponsor Committee (ESC)

- AOC Senior Management
- ISD Senior Management
- AOC Superior Court Subject Matter Experts
- ISD functional area Subject Matter Experts (SMEs)
- ISD Managers

B. Executive Summary

The Superior Court Management Feasibility Study (SCMFS) Project is intended to provide the research and analysis needed to make informed decisions on which software applications would meet the business needs of the Superior Courts for calendaring and for case flow management functions, along with participant/party information tracking, case records and relevant disposition services functions, in support of judicial decision making, scheduling and case management.

This is a Judicial Information System Committee-approved project being conducted under the auspices of the Administrative Office of the Courts (AOC)/Information Services Division (ISD).

This project will follow the Project Management Institute (PMI) methodology – Project Management Body of Knowledge (PMBOK) guidelines where appropriate and generate the prescribed artifacts and control points identified in that methodology.

C. Project Overview

In 2008, the JISC contracted with Ernst and Young to produce a series of strategic, business and operational plans to guide the JISC and AOC in the development and implementation of new information technology solutions and, where appropriate, the retirement and replacement of legacy applications. This feasibility study will represent the first effort under the plans developed by Ernst and Young to extend the level of business functionality provided to the courts and promote the potential modernization of one or more legacy applications.

In April 2010, under the governance model adopted by the JISC, the Superior Court Judges' Association (SCJA) Board of Trustees requested that the JISC direct the Administrative Office

of the Courts (AOC) to conduct a feasibility study for a court-based calendaring and case management system. The request asked that the feasibility study focus on commercially available programs, a statewide approach compatible with data transmission needs of AOC, and to focus on a system that would be ready to implement on July 1, 2011.

As a result, on June 25, 2010, the JISC approved a Request for Proposal (RFP), seeking an independent contractor to conduct a feasibility study regarding the acquisition and implementation of an automated system in support of the calendaring and case flow management business function of the superior courts. The study would also include other functions beyond calendaring and case management provided by each vendor.

In September, 2010, the Washington Association of County Clerks was asked to participate as partners with the judges in this request. The request was updated and modified in December, 2010 as a result of adding the County Clerks to the stakeholders for the project, recommendations made by the Executive Sponsor Committee (ESC) for the project and by the JISC.

The current request includes the original request made by the SCJA as well as an expanded scope of functionality as approved by the JISC on December 7, 2010. The Superior Court Management Feasibility Study (SCMFS) is now intended to provide the research and analysis needed to make informed decisions on which software applications would meet the business needs of the Superior Courts for calendaring and for case flow management functions, along with participant/party information tracking, case records and relevant disposition services functions, in support of judicial decision making, scheduling and case management.

D. Project Objectives

This Superior Court Management Feasibility Study (SCMFS) project Phase I will consist of:

- Completing business and technical requirements analysis necessary to support the calendaring, caseflow management and other business functions of the Superior Courts.
- Identifying and assessing market product alternatives, as well as the Pierce County LINX system, to provide calendaring, caseflow management, along with participant/party information tracking, case records and relevant disposition services functions and other business functions of the Superior Courts.
- Evaluating market alternative systems with calendaring and caseflow management, along with participant/party information tracking, case records and relevant disposition services functions, with a focus on interoperability with AOC legacy systems (systems built on older, unsustainable technology platforms), along with data integration and migration requirements.
- Determining the feasibility, issues, and risks of a project to implement a system or service which provides calendaring, caseflow management, along with participant/party information tracking, case records and relevant disposition services functions of the Superior Courts in a non-unified court environment across 39 counties.
- Providing realistic cost estimates and timelines to implement a system comprised of a calendaring, caseflow management, along with participant/party information tracking, case records and relevant disposition services functions, for the Superior Courts.

At its discretion, the AOC may also extend contractor involvement into the Superior Court Management Feasibility Study (SCMFS) project Phase II, which will consist of:

- Developing a Request for Proposal (RFP) that clearly states the business and technical requirements and vendor responsibilities for implementing the selected best-few alternative solutions recommended as an outcome of Phase I.

- Developing the assessment criteria and the RFP evaluation process necessary to support selection of the proposal that best meets the system and program requirements defined in the RFP.

This project will follow the Project Management Institute (PMI) methodology – Project Management Body of Knowledge (PMBOK) guidelines where appropriate and generate the prescribed artifacts and control points identified in that methodology.

E. Project Scope

The project will follow a two-phased approach to address the scope:

Phase I Activities
1. Requirements Analysis and Vendor Product Alternatives Assessment
2. Cost Estimation

Phase II Activities if elected to proceed by AOC
1. Procurement RFP, Bidder Assessment Criteria and Evaluation Process

The scope of this project includes and excludes the following items as approved by the ESC and JISC and detailed in Appendix A and Appendix B:

The scope of this project is to provide the research and analysis needed to make informed decisions on which software applications would meet the business needs of the Superior Courts for calendaring and for case flow management functions, along with participant/party information tracking, case records and relevant disposition services functions, in support of judicial decision making, scheduling and case management.

1. **In Scope:**

   - Calendaring and Scheduling needs for Superior Courts: Schedule, Administrative Capabilities, Calendar, Case Event Management, Hearing Outcomes, Notifications, Reports & Searches

   - Manage Case business needs for Superior Courts: Initiate Case, Case Participant Management, Adjudication/Resolution/Completion, Search Case, Compliance Deadline Management, Reports, Lifecycle (case flow)

   - Entity Management needs for Superior Courts: Party Relationships, Search Party, Party Maintenance, Reports, Administer Professional Services

   - Manage Case Records needs for Superior Courts: Docketing/Case Notes, Record Management, Exhibit Management, Reports and Searches.

   - Pre / Post Disposition Services needs for Superior Courts: Compliance, Access to Risk Assessment Tools, Reports & Searches

   - Decision to have MTG complete Phase II – Develop a procurement RFP

2. **Out of Scope:**

   - Functionality needs for all other court levels (other than Superior Court).
   - The decision to select a specific vendor product solution
   - The issuance of procurement RFP
   - Manage Finances needs for Superior Courts
   - Administration needs for Superior Courts

3. **Assumptions:**

   The following are a list of assumptions. Upon agreement and signature of this document, all parties acknowledge that these assumptions are true and correct:

   - This project has the full support of the project sponsor, stakeholders, and all departments

   - The purpose of this project will be communicated throughout the agency prior to deployment of any aspect of this project

   - Coordination between the business entities and AOC/ISD will be such that all deployment actions, modifications, and process changes will be first negotiated to agreement and approved

   - Each stakeholder, project sponsor, and project-related departments within AOC will provide whatever needed support is required for this project.

4. **Constraints:**

   The following constraints pertain to the SCMFS Project:

   - JISC is the overarching authority over activities and funding directly related to the scope of this project
   - All hardware, software and services must be purchased in accordance with the allocated budget, timeline, contracting rules and laws
   - All software and hardware systems considered must be compatible with AOC's current IT environment, standards and platforms

5. **Deliverables Produced**

   The SCMFS Project is comprised of the following deliverables:

   Deliverable #1 – Project Work Plan

   Purpose: Provides a detailed activity listing for completing the deliverables including an overview of resources required to complete specific tasks. The Work Plan includes:
   - Key milestones and activities
   - Work duration and level of effort
   - Organization and sequencing of the work
   - Resource allocation

Deliverable #2 – Project Schedule

Purpose: Provides a high level view of the project deliverable, resources assigned to activities, and milestone timing. The Schedule will be in MS Project format. The Schedule includes:
- Activity or milestone name
- Start and finish dates
- Duration of activity
- Resources assigned to each activity
- Dependencies on other activities

Deliverable #3 – Business Requirements Document

Purpose: Captures the business functionality required for business staff to perform their activities encompassed in the project scope. The Business Requirements Document includes:
- Unique requirements identifier
- Category for grouping purposes
- Description
- Actor
- Priority
- Source of requirement
- Processes that depend upon the requirement

Deliverable #4 – Technical Requirements Document

Purpose: Captures the technical parameters required by the existing AOC Enterprise Architecture as well as the future technology roadmap. The Technical Requirements Document includes:
- Unique requirements identifier
- Category for grouping purposes
- Description
- Interfaces
- Data dependencies
- Source of requirement
- Processes that depend upon the requirement

Deliverable #5 – Requirements Gap Analysis

Purpose: Captures the divergence of the best-few alternatives from the AOC requirements and the effort to bridge the gap. The Requirements Gap Analysis includes:
- Requirements identifier
- Indicator as to whether the requirement is satisfied or missing
- Level of effort to add the functionality or work around solution
- Impact of missing requirement

Deliverable #6 – Migration Strategy

Purpose: Describes a logically sequenced implementation plan for the best-few alternatives. It will include identification of impacts to legacy applications that provide similar or duplicate functionality to that provided by the best-few alternatives and include data considerations. The Migration Strategy includes the following:

- New product-specific implementation activities
- New product customization decisions and activities
- Activities to prepare the current environment
- Overlapping system functionality reduction activities
- Work around activities
- Business process adaptations
- Hardware needs
- Staffing needs
- Sequence and dependencies of activities

Deliverable #7 – Integration Evaluation

Purpose: Describes the level of independence and interdependence of the best-few alternatives operating within the AOC systems environment to operate independently while integrating with AOC systems and functionality and how the alternatives would integrate with functionality provided by AOC legacy systems. This will also include data integration considerations. The Integration Evaluation includes:

- Dependencies on existing systems and data interfaces
- Ready-to-use interfaces to existing system and data interfaces
- New interfaces that will be needed to support existing system and data interfaces
- Modifications that will be needed to support existing system and data interfaces
- Work around activities
- Business and technical process adaptations
- Staffing needs to support integration activities

Deliverable #8 – Feasibility Report

Purpose: Delivers a comprehensive, formal written report to determine the feasibility of a project to implement a system or service which provides calendaring and caseflow management business, along with participant/party information tracking, case records and relevant disposition services functions, of the Superior Courts. The Feasibility Report will contain required elements as detailed in the Feasibility Study Guidelines for Information Technology Investments ISB Policy No. 202-G1. The Feasibility Report includes:

- Purpose statement and executive summary
- Project background, business case, and objectives
- Organization of the document
- Assessment approach
- Customers, stakeholders and organizational entities impacted by the project
- Best-few product analysis and alternatives considered
- Business and technical requirements documentation
- Gap Analysis
- Migration Strategy
- Integration Evaluation
- Summation of assessment
- Best-few alternatives modules beyond calendaring and case management, along with participant/party information tracking, case records and relevant disposition services functions, with pricing
- Relationship to the agency's business and IT strategic plans and IT portfolio
- Relationship to and impacts on the agency and state technology infrastructure

- Quality assurance plan
- Estimated timeline and work plan
- Cost/benefit analysis, including any assumptions used in the analysis
- Risk assessment and mitigation strategy
- Summary statement assessing the feasibility of implementing the selected alternative within the business environments of AOC and the Superior Courts.

Deliverable #9 – High Level Cost Estimate

Purpose: Provides a High Level Cost Estimate for procurement funding purposes. The High Level Cost Estimate includes:
- Initial product purchase and licensing costs
- Hardware costs
- Ongoing maintenance costs
- Full time employee costs
- Professional services required

Deliverable #10 – Refined Cost Estimate

Purpose: Provides a refined version of costs for procurement funding purposes. It is based on additional information gleaned during the assessment process. The Refined Cost Estimate includes:
- Initial product purchase and licensing costs
- Hardware costs
- Ongoing maintenance costs
- Full time employee costs
- Professional services required

Deliverable #11 – Procurement RFP

Purpose: Defines the scope of work requested and organization of responses from bidders for the proposed product procurement. The RFP includes:
- Executive summary
- Scope of work
- Vendor qualifications
- Funding
- Procurement timeline
- Acceptance criteria
- Contact and formal submission process
- General contract terms and conditions
- Contents of bidder proposals
- General evaluation criteria
- Bidder notification process

Deliverable #12 – Bidder Assessment Criteria

Purpose: Defines the objective criteria to be used for evaluating RFP bidder responses. The Bidder Assessment Criteria includes:
- RFP number and project name
- Evaluator numeric identifier
- RFP criteria with weighting

- Evaluator raw score
- Calculated score
- Score totals

Deliverable #13 – Bidder Assessment Process

Purpose: Defines the process that will be used for evaluating RFP bidder responses and tabulating evaluator scoring. The Bidder Assessment Process includes:

- RFP number and project name
- Evaluator criteria and identification
- Collection of evaluator conflict of interest statements
- Identification of how and what information is provided to evaluators
- Identification of how and what information is collected from evaluators
- Handling of raw score data entry and combined scoring
- Score evaluation and notification to contract team

6. Acceptance Criteria

Beyond satisfying the deliverables criteria explicitly set forth in the signed Statement of Work PSC 11062, project success is confirmed when all deliverables specified in the Statement of Work are consistent with their respective Deliverables Expectation Document (DED) and signed by all vested parties as completed.

7. Organizations Affected or Impacted

The impact of this project on other organizations needs to be determined to ensure that the right people and functional areas are involved and communication is directed appropriately.

Organization	How Are They Affected, or How are They Participating?
ISD Functional Areas	ISD staff (Operations, Data Management, Infrastructure, PMO, and Architecture and Strategy) will participate in requirements identification, requirements analysis, and product demonstrations.
IT Governance (ITG) Process	There may be new requests that overlap with the scope of this project. These projects may need to be considered when evaluating potential solutions for this project.
AOC and ISD Sponsors	Sponsors must participate in resolving resource issues, risks, and other issues impeding the project's progress.
ESC	The ESC resolves issues around scope, deliverables, and court resources. Members are responsible for supporting ESC decisions and facilitating communications with their respective superior court associations.
AWSCA, WSACC, SCJA	These superior court associations (court administrators, county clerks, and judges respectively) provide representatives to the ESC, support ESC decisions, and provide court subject matter experts (SMEs).

Court SMEs	Court SMEs participate in business process mapping and definition, requirements identification and prioritization, and product demonstrations. Court SMEs include Judges, court administrators, and County Clerks
Project Team	Members contribute time and expertise toward the project activities as well as identify risks and address issues.

F. Project Estimated Effort/Duration

The feasibility project duration is from November 2010 to December 2011.

Milestone	Date Completed	Deliverable(s) Completed
Project Planning and Initiation	December 2010 Amended February 2011	• Project Charter • Project Work Plan • Schedule
Prepare High Level Cost Estimate	January 2011 Amended February 2011	• High Level Cost Estimate
Develop Requirements	February 2011	• Business Requirements Document • Technical Requirements Document
Prepare Gap Analysis	March 2011	• Requirements Gap Analysis
Complete Migration Strategy	March 2011	• Migration Strategy
Complete Integration Evaluation	April 2011	• Integration Evaluation
Prepare Refined Cost Estimate	May 2011	• Refined Cost Estimate
Complete Project Feasibility Report	June 2011	• Feasibility Report
Develop Bidder Evaluation Criteria and Evaluation Process	November 2011	• Bidder Evaluation Criteria and Evaluation Process
Develop Procurement RFP	December 2011	• Procurement RFP

G. Constraints

The following constraints pertain to the SCMFS Project:

- All software and hardware must be compatible with current AOC/ISD platforms

- All hardware, software and services must be purchased in accordance with the allocated budget, timeline, contracting rules and laws

- Multiple projects are occurring simultaneously, which could impact the capacity and timeliness of this project

- Funding has been allocated for this project, however costs may vary and requirements change possibly affecting the project manager's ability to complete this project totally

- JISC and AOC Leadership prioritization to make the deliverables achievable in a timely manner

H. Assumptions

Certain assumptions and premises need to be made to identify and estimate the required tasks and timing for the project. Based on the current knowledge today, the project assumptions are listed below. If an assumption is invalidated at a later date, then the activities and estimates in the project plan should be adjusted accordingly.

The project team's estimates on scope, effort, costs, and schedule for this project are based on the following assumptions.

- The Project Plan includes all activities directly associated with the Statement of Work PSC 11062 as well as supporting activities identified by the project team.
- The ESC manages scope issues and the associated risks identified with scope changes.
- Court SMEs are available to develop, review, and vet business requirements.
- ISD resources (business analysts, business liaison, and technical experts) are available to work on activities identified in the project plan.

I. Project Risks

The following risks for the SMCFS Project have been identified. The project manager will determine and employ the necessary risk mitigation/avoidance strategies as appropriate to minimize the likelihood of these risks:

- Potential disruption to operations during solution deployment
- Insufficient funds to complete the project
- Resources get redirected away from the project

Project risks are characteristics, circumstances, or features of the project environment that may have an adverse effect of the project or the quality of its deliverables. Known risks identified with this project have been included below.

Risk Area	Level (H/M/L)	Risk Plan
1. Project Dependencies: SCMFS is constrained by the anticipated completion of several projects that implement pieces of the approved Enterprise Architecture (EA). SCMFS will need to identify requirements and strategies in the feasibility study that assume the implementation of these EA pieces. Some of the projects haven't started, others are started but having difficulty, others are in progress: SCDX, UDM, MDM, and JIS Baseline.	M	• Clearly document expected artifacts from dependent projects and gauge reliability of delivering these artifacts so that parameters around SCMFS are solid. • Extend the timeline of SCMFS and concentrate efforts to complete dependent projects sooner.
2. EA Roadmap Compatibility: EA's goal is to implement solutions that can be applicable or usable across all courts. The SCMFS solution may not be applicable across courts, resulting in a silo of application or functionality.	L	• Ensure that best-few solutions adhere to an open architecture as defined by EA. • Focus on a small set of functional requirements to satisfy a broader court base. For example, calendaring across all courts with the ability to customize the business interface by courts. Use COTS for adding each new function across courts. Requires SCMFS scope change. • Document an EA requirement for the SCMFS vendor to consider modular products available for the current scope.

J. Project Constraints

The following constraints exist for this project:

- ISD Technical Resource Availability / Capacity: There are many projects running in parallel that require the same types of resource skills. The schedule for this project may need to adjust based on the relative priorities assigned to projects for which it competes for resources.
- Court Subject Matter Expertise: There are many projects running in parallel that require the same types of specialized expertise. The schedule for this project may need to adjust based on the relative priorities assigned to projects for which it competes for resource expertise.

- Sponsorship Availability: The project requires engagement by AOC and court sponsors to manage risks around scope and requirements. The schedule for this project may need to adjust based on the availability of sponsors to make timely decisions.

K. Project Dependencies

The following project dependencies exist for this project:

Project	Est. Date Due	Deliverable Dependency
JIS Baseline Services: Define criteria for identifying future JIS baseline services provided and supported by AOC centrally.	June 2011	This project defines the business functions and scope of support for many of the functions within scope for SCMFS. The baseline definitions may influence migration planning.
Superior Court Data Exchange	June 2012	SCMFS needs to incorporate or consider the new design and implementation of data exchanges in its migration planning.
Master Data Management: Develop a data governance model and data quality program and select a standard set of technology tools for data management.	June 2013	SCMFS vendor product or related migration plans would need to incorporate the use of the tools identified in this project.
Unified Data Model: A centralized data repository will be built using a structured design approach that identifies subject areas and the associated rules to align with the business needs.	June 2013	SCMFS vendor product or related migration plans would need to incorporate interfaces to the new repository.

L. Project Summary Budget

The following is a summary of the budget for each deliverable as defined in the fixed bid Personal Services Contract PSC 11062 Superior Court Management Feasibility Study (SCMFS) Project funding as approved by the JISC:

Deliverable Number	Deliverable Title	Cost
PHASE I		
1, 2	Work Plan, Schedule	$10,000
3	Business Requirements Document	$25,700
4	Technical Requirements Document	$19,500

5	Requirements Gap Analysis		$29,300
6	Migration Strategy		$30,400
7	Integration Evaluation		$16,500
8	Feasibility Report		$29,900
9	High Level Cost Estimate		$12,050
10	Refined Cost Estimate		$13,400
Phase I Total			**$186,750.00**
PHASE II			
11, 12, 13	Procurement RFP, Bidder Evaluation Criteria, Bidder Evaluation Process *		
Phase II Total			**$100,000.00**
TOTAL			**$286,750.00**

* Payment schedule to be determined for Phase II deliverables
Note: MTG Contract Amendment was made to adjust to authorized scope change. Overall increase was $51,750 (new Phase I Total is now $186,750).

M. Project Authority

1. Funding Authority

Personal Services Contract PSC 11062 Superior Court Management Feasibility Study (SCMFS) Project funding as approved by the JISC.

2. Project Oversight Authority

Personal Services Contract PSC 11062 Superior Court Management Feasibility Study (SCMFS) Project signed Statement of Work which includes success criteria; ESC oversight with scheduled meetings for review of risks, schedule, and deliverables.

N. Project Organization / Project Management Structure

1. Organization Chart

The following project organization chart depicts the proposed project roles and relationships:
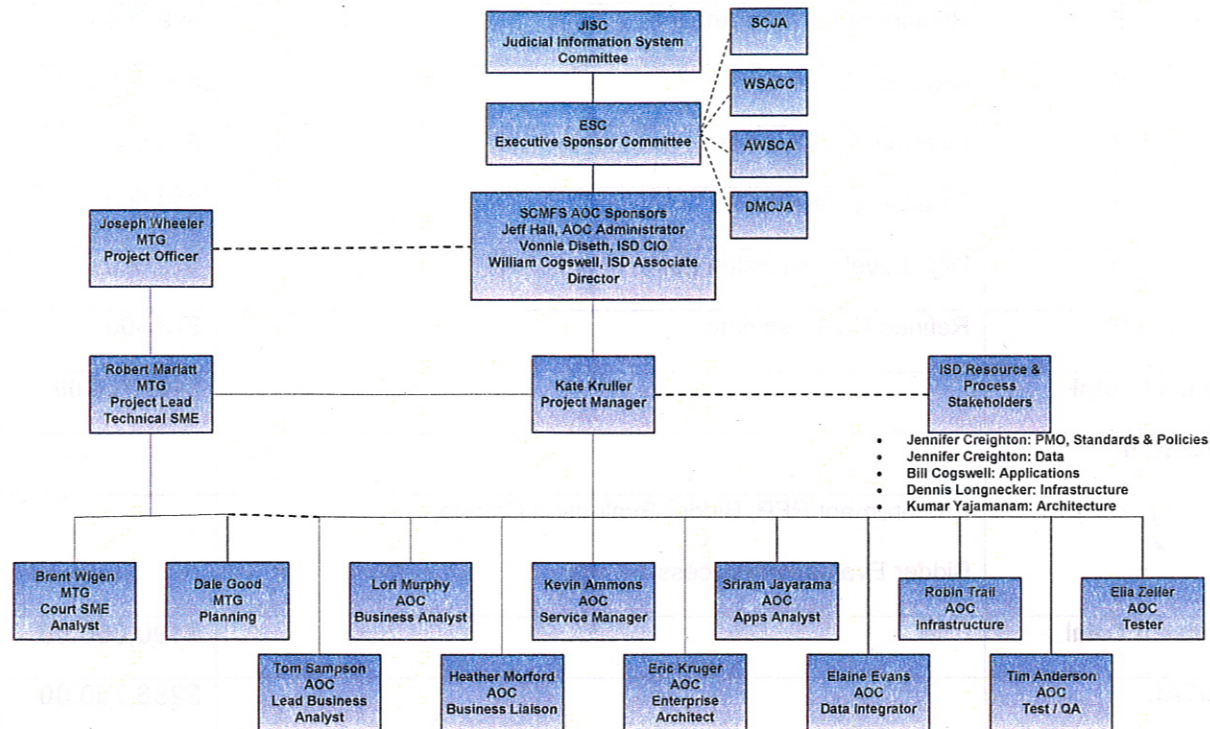
Superior Court Management Feasibility Study (SCMFS)
Project Organization V4.0 2010-12-06

2. Roles and Responsibilities

The following is a list of AOC and MTG project roles and responsibilities necessary for the successful completion of this project.

Role	Time Commitment	Responsibilities
All (MTG/AOC)	• Varies	• Follows all project standards. • Participates in all checkpoints. • Completes assigned tasks on time. • Raises issues immediately to AOC and MTG Project Management Staff.
Project Executive Sponsors (AOC) Chairpersons of the Superior Court Judges, Clerks, and Court Administrators associations, ISD Director	• Varies • Available to support rapid decision-making, roadblock removal, and prioritization for the project	• Provides overall project guidance and customer escalation path. • Resolves issues requiring management attention. • Resolves major change requests and issues. • Champions the project.
ISD Management (AOC)	• Varies • Attends key checkpoints and status meetings	• Represents engagement to stakeholders, as appropriate. • Promotes and champions engagement to external agencies and third parties of interest. • Provides ongoing support for resolution of impediments or blocking issues.

Role	Time Commitment	Responsibilities
Project Manager (AOC)	• Full Time • Attends key sessions, all checkpoints, and all status meetings	• Provides overall leadership and oversight to project. • Manages AOC personnel and responsibilities for this project • Responsible for MTG management and oversight. • Assists MTG with finalizing project milestone deliverables, activities, tasks, assignments, milestones and estimates. • Reviews and approves project deliverables and project work plans. • Defines and documents changes to scope, risks, and assumptions. • Manages personnel and related issues and coordinates issues with MTG and any interested third-parties. • Serves as the interface between MTG and all AOC departments participating in the project. • Administers the Project Change Control Process with MTG Project Lead. • Participate in project status meetings. • Ensures that work plans and activities are coordinated across programs and that dependencies are identified, communicated to involved parties, and efficiently managed. • Resolves deviations from the estimated plan and schedule. • Helps resolve project issues and escalates issues within AOC organization, as necessary. • Procures/creates/manages contracts; recommends policy directives to senior management. • Communicates with stakeholders. • Report project status to appropriate levels of AOC management. • Prepares weekly status reports.

Role	Time Commitment	Responsibilities
Project Lead (MTG)	• Full Time • Attends key sessions, all checkpoints, and all status meetings	• Prepares project work plans that identify work activities for both MTG and AOC staff. • Coordinates with AOC Project Manager on client staff work activities as necessary. • Develops project milestone deliverables in collaboration with AOC the Project Manager and AOC Project Team. • Finalizes project milestone deliverables, activities, tasks, assignments, milestones and estimates. • Daily coordination of MTG team staffing and resources. • Directs and manages workload of MTG staff. • Documents and manages impediments and blocking issues to closure and resolution. • Timely coordination of deliverables with AOC management. • Makes decisions to keep the MTG work on budget and on time. • Works with AOC to define and enforce project standards and scope management. • Timely coordination of issue management and resolution process with AOC Project Manager and MTG. • Escalates identified issues and risks to the AOC Project Manager.
Business Liaison (AOC)	• Varies • Attend key sessions, all checkpoints, and all status meetings	• Communicates directly with customer groups and works closely with business analysts to clarify and prioritize requirements. • Ensures that adequate customer representation exist for key project requirement sessions and vendor demonstrations. • Captures customer responses to project deliverables and product information. • Works with the Project Manager to identify issues and risks.
Business Analyst (AOC)	• 80% • Attend key sessions, all checkpoints, and all status meetings	• Works closely with the Business Liaison in communications with customer groups to clarify and prioritize requirements. • Clarifying business and functional requirements. • Performing assessments and reviews. • Creating project level documentation as needed. • Facilitating interactions with internal and/or external parties of interest. • Participating in as-needed communication, work sessions, and reviews for input/feedback. Works with the Project Manager to identify issues and risks.

Role	Time Commitment	Responsibilities
Functional Domain Experts (AOC)	• Varies • Attend key sessions, all checkpoints, and all status meetings	• Clarifying business and functional requirements. • Performing assessments and reviews. • Creating project level documentation as needed. • Facilitating interactions with internal and/or external parties of interest. • Representing all ISD business viewpoints. • Participating in as-needed communication, work sessions, and reviews for input/feedback.
Technical Domain Experts (AOC)	• Varies • Attend key sessions, all checkpoints, and all status meetings	• Clarifying technical requirements. • Performing assessments and reviews. • Creating project level documentation as needed. • Facilitating interactions with internal and/or external parties of interest. • Representing all ISD technical viewpoints. • Participating in as-needed communication, work sessions, and reviews for input/feedback.
Domain Experts (MTG)	• Full Time • Attend key sessions with AOC as needed	• Understand AOC business and technical requirements. • Works closely with AOC experts to create the MTG deliverables as stated in Section D Deliverables.

3. Project Management Structure

The SCMFS Project will follow adopted ISD PMO policies, procedures, methodologies, standards, guidelines, and reporting protocols. Similarly, this project will utilize applicable PMO templates, models, and frameworks in achieving its objectives.

Project Meetings

The SCMFS Project Manager and Project Lead will meet weekly to discuss project status and issues. The project team will meet weekly to ensure coordination of overall project activity.

Project Status Reporting

The Project Manager and Project Lead will use the ISD PMO status template for weekly status reports.

Issue Management

The Project Manager and Project Lead will maintain a central Issues Log. The Project Lead and Project Team members will be responsible for identifying issues. The Project Manager and Project Lead will assign responsibility for the resolution of project issues and report progress in the issue log. Most project issues are expected to be resolved within the Project Team. Issues that require resolution external to the Project will be assigned to the appropriate external resource and monitored by the Project Manager and Project Lead. Decisions within the scope of the Project will be made by the Project Team.

Change Control

The Project Manager and Project Lead will maintain a central Change Control Log. Change requests can be raised by any member of the Project Team. The standardized ISD change control process will be followed relative to impact analysis, approval, and plan modifications. The Project Manager and Project Lead will assign responsibility for change request analysis. Changes that require external approval will be presented to the Project Sponsor and monitored by the Project Manager and Project Lead. Decisions within the scope of the Project will be made by the Project Manager and Project Lead.

Scope Management

A change request can also be initiated whenever there is a need to change the scope of the Project, as defined in the project charter. Scope change is acceptable, provided that:

- The need for the change is critical.
- The Project Sponsor agrees the new requirement or change is needed.
- The impact of the change has been analyzed and understood.
- The resulting changes to the Project (cost, timing, quality of deliverables, and human resources) are approved and properly implemented.

The scope management process will follow the stated change request process.

Project Management Tools

The main project management tools used will be the MS Office Suite of software applications, including Word, Excel, MS Project, and Visio.

All project documents will be stored on the public drive in the project folder. The Project Manager and Project Lead are responsible for publishing completed document versions to AOC SharePoint site.

Risk Management

The Project Manager and Project Lead will develop a Risk Log plan at the beginning of the Project. The Project Manager and Project Lead will own the Risk Log and will maintain this plan throughout the life of the Project. The process includes the following:

- Risk identification is the responsibility of all Project Team members.

- The Project Manager and Project Lead will manage the Risk Log and the overall risk review process in accordance with standard ISD project risk management processes.

Monitoring and mitigation activities for specific risks may be assigned to any Project Team member although overall monitoring remains with the ISD leadership team.

Communication Strategy

Project Management Plan will contain a detailed Communications Plan. Initial project communication will be conducted through the project initiation and planning phase deliverables. During the execution and monitoring and control phases communication will be handled via weekly meetings, meeting minutes, and status reports. In the closeout phase communication will occur in the form of a project closeout report and lessons learned report.

O. Project Facilities and Environment

The following is a list of provisioning for MTG project team members that will be provided by AOC:
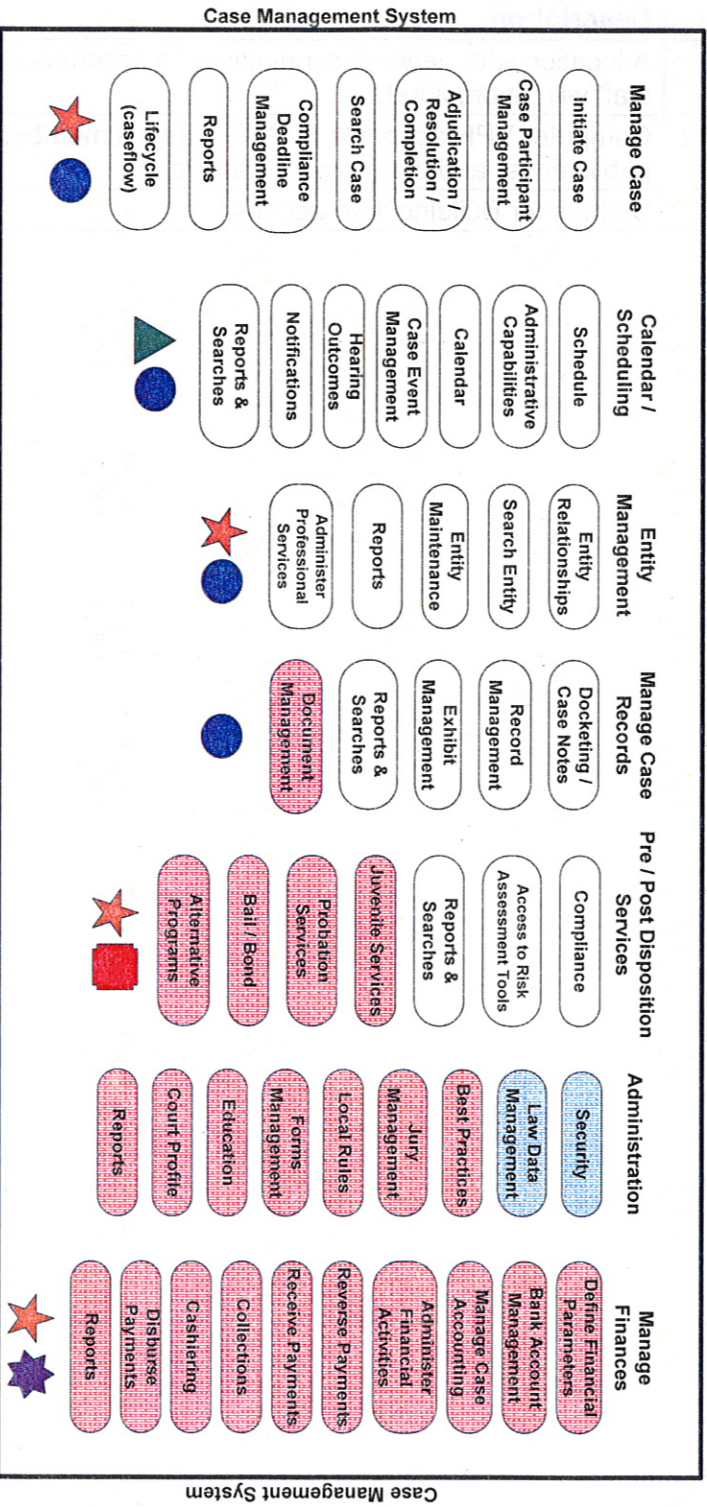
Item	Description
Office Space	A location with network connectivity to accommodate two on site MTG staff will be provided.
Computer Account	Computer VPN accounts for MTG project members to access email, the public drive, and the project SharePoint.
Facilities Badge	Badges for Building Two access.

P. Appendix A SCMFS Scope Diagram

Superior Court Management Feasibility Study

SCMFS Scope Diagram - Current JIS Business Functions

Case Management System

Case Management System

Manage Case
- Initiate Case
- Case Participant Management
- Adjudication / Resolution / Completion
- Reports
- Search Case
- Compliance Deadline Management
- Lifecycle (caseflow)

Calendar / Scheduling
- Schedule
- Administrative Capabilities
- Calendar
- Case Event Management
- Hearing Outcomes
- Notifications
- Reports & Searches

Entity Management
- Entity Relationships
- Search Entity
- Entity Maintenance
- Reports
- Administer Professional Services

Manage Case Records
- Docketing / Case Notes
- Record Management
- Exhibit Management
- Reports & Searches
- Document Management

Pre / Post Disposition Services
- Compliance
- Access to Risk Assessment Tools
- Reports & Searches
- Juvenile Services
- Probation Services
- Bail / Bond
- Alternative Programs

Administration
- Security
- Law Data Management
- Best Practices
- Jury Management
- Local Rules
- Forms Management
- Education
- Court Profile
- Reports

Manage Finances
- Define Financial Parameters
- Bank Account Management
- Manage Case Accounting
- Administer Financial Activities
- Reverse Payments
- Receive Payments
- Collections
- Cashiering
- Disburse Payments
- Reports

Case Management System

Key

- In Scope
- Out of Scope
- Transferred to Technical Requirements

- JIS
- SCOMIS
- CAPS
- JRS
- JABS

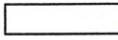Areas overlapping existing JIS System functionality

Q. Appendix B SCMFS Scope Definitions

Introduction

This document provides short definitions for the business functions listed in the companion Superior Court Management Feasibility Study (SCMFS) Scope Diagram document. Definitions highlighted in gray are out of scope for the SCMFS project. All other definitions are in scope for the project.

Note: Text Background Color Key:

In-Scope items have white background =

Out-of-Scope items have gray background =

Tech Requirement items have brown background =

Manage Case

Capabilities listed are focused on the processes associated with Superior Court case management. These capabilities are broke down into seven sub capabilities.

Initiate Case
The Initiate Case capability focuses on the activities of creating a case in the Superior Court. This capability is broad in scope and covers Superior Court: civil, juvenile, and criminal cases.

Adjudication / Resolution / Completion
The Adjudication / Disposition capability supports the decision making process in the courts. It is made up of the processes of entering the resolution and completion outcomes of a case.

Compliance Deadline Management
Capability to track and enforce due dates and obligates for court processes. An example of this is the establishment of a due date for the exchange of witness lists and ensuring if it is done.

Lifecycle
The sub capabilities that make up the Lifecycle capability support the **workflow process of the court**. Tracking and monitoring milestones, setting statuses, sealing cases: link / consolidate, milestones, status, seal case.

"Caseflow management is the court supervision of the case progress of all cases filed in that court. It includes management of the time and events necessary to move a case from the point of initiation (filing, date of contest, or arrest) through Disposition, regardless of the type of disposition. Caseflow management is an administrative process; therefore, it does not directly impact the adjudication of substantive legal or procedural issues."

"Caseflow management includes early court intervention, establishing meaningful events, establishing reasonable timeframes for events, establishing reasonable timeframes for disposition, and creating a judicial system that is predictable to all users of that system. In a predictable system, events occur on the first date

scheduled by the court. This results in counsel being prepared, less need for adjournments, and enhanced ability to effectively allocate staff and judicial resources."

Caseflow Management Guide, Page 1, State Court Administrative Office of the Courts, Lansing, Michigan, Undated.

Case Participant Management

The Case Participant Management capability involves assigning specific people to cases. This assigning of people actually links participants defined in Party Management to actual cases. Activities include the addition, maintenance, removal, and sealing of participants on a case seal (participant) for a case, and expunging a party/person from a case.

Search Case

Describes the ability to search for case information, and presents the results in a useful and meaningful way. Includes at a minimum those capabilities currently supported by the SCOMIS index.

Reports

General Reporting and Searching capabilities used to support Case Management activities.

Calendar / Scheduling

All aspects of Calendaring and Scheduling for courts are captured in this capability. This capability is broken down into six sub capabilities.

Administrative Capabilities

Administrative capabilities related to Calendaring / Scheduling are focused on scheduling resources. This includes Judicial Officers, equipment, Court Rooms, Court Resources, Interpreters, etc. It also involves the timing of scheduling events such as divorce proceedings which are held the third Wednesday of the month. These events are typically completed as a Court Administration function: set up, manage caseload, manage resources – establish available times (Courtrooms, Judicial Officers, etc.), delete resources, calendar profile / date – session profile.

Case Event Management

Case Event Management focus on those activities that support management of case events. This includes confirmation of notice/warrant service, all case/court papers have been filed timely, and that all actions have been completed before a participant steps into the court room. These activities help facilitate all the prehearing/pretrial events. At a minimum, these activities mirror what is done in the SCOMIS "Case Schedule Tracking"/"Caseflow Management Track" functionality.

Hearing Outcomes

These capabilities revolve around the documentation of events (record the outcomes) of a hearings: actions taken, and follow up on actions to perform. Recorded outcomes of events include clerk minutes, capturing the outcome of the event (Continuance, Stricken, Court Order, etc.) in a searchable/selectable format, not just a note in a docket entry.

Schedule

Scheduling capabilities deal with the details of scheduling court resources, and participants for a case/hearing: assigning resources and producing reports.

Notifications

The capabilities associated with Notifications revolve around the functions of scheduling and monitoring the disbursement of notifications from court to participants: confirmation, monitor, verification, and recording who they are sent to. The capability of parties to confirm or strike motions electronically when responding to notifications.

Reports and Searches
This capability support the reporting needs of the court related to public calendaring information, scheduling notice to send out, notifications sent to participants for dates due in court or information required, and other notification functions: public, confidential, notices, see CAPS and other systems, calendar load, court dates sent to participants. Includes at a minimum those capabilities currently supported by the SCOMIS Index.

Calendar
This capability includes the creation, formatting, maintenance, and distribution of court calendars for each type of hearing and conference. Calendars, as considered within this context, may also include Alternative Dispute Resolution (ADR) events such as mediation, as well as other events that are quasi-judicial in nature. Calendaring, therefore, encompasses all proceedings in which arguments, witnesses, or evidence is considered by a Judicial Officer, magistrate, referee, commissioner, or other judicial officer in court events such as trials and hearings, lower court reviews, trial court conferences aimed at information gathering or pre-trial resolution, and ADR events.

The scheduling of hearings and conferences (see Scheduling Function) provides the source information for court calendars. The Calendaring Function creates calendars by accepting schedule information, combining it with information from other functions (e.g., basic case information from the Docketing and Related Recordkeeping Function, Judicial Officers' notes), and arranging the information into the calendar format. As the hearing date approaches, users maintain calendars by re-generating all or part of the calendar to reflect scheduling changes, entering or updating calendar notes, making changes to the format or organization of calendars. They then generate the updated calendars for electronic or printed distribution.

The ability to create and maintain blocked calendar entries is included here. There includes the functionality to set limits on the number events to schedule in a block and to override that limit when needed. The functionality to move a single event or the entire block of events in a single action is included here also.

Calendaring is the activity of scheduling cases for hearings before the court and consists of the coordination of case actors (judges, attorneys, litigants, interpreters, etc.) and physical resources (court rooms, AV equipment, etc.) based on a set of conditions that include case type, hearing type, required actors, and required physical resources. For example, a request for a motion hearing in a domestic case before Judge A (conditions) would result in the hearing being set on the next future date that Judge A is scheduled to hear domestic case motions).

A calendaring system supports calendaring through automation of case hearing scheduling based on a set of rules (conditions). A calendaring system produces reports that details all cases scheduled for a particular date, time, and place and reports that detail all of the scheduled hearings for a particular case. A calendaring system generates notices to individuals regarding the scheduling of hearings in a particular case.

Calendaring is a sub-activity of case management. That is, you may have a calendaring system without having a case management system. A case management system presumes the existence of a calendaring system as either part of the case management system or through the exchange of data with a separate calendaring system.

Entity Management

Capability captures all business capabilities related to the tasks associated with Party Management. This includes searching, identification, adding, deleting, association with other Parties, and related processes in the court environment. A Party is any entity associated with a court case or court activity. This includes, but is not limited to, Judicial Officers, businesses, victims, litigants, attorneys, defendant's, and other court staff, etc. . There four sub capabilities associated with Party Management.

Party Maintenance
>   The Party Maintenance capability covers the activities related to keeping Party (Person) data current and accurate. This includes addition of new information to a Party and updating existing information as it changes: add party, end dating party, seal party, update party, and update party status.   Official and Organization Person records are part of the JIS Person Database. An official/organization person record must exist in the system before that person can be granted security as a JIS user or be associated with a case as a participant. Judicial Officers are added as officials in a court when they fill a seat on the bench at a particular court, and removed when they leave a court and the time for appeal of cases has passed.

Search Party
>   The Search Party capability allows for the searching for Parties based on a variety of variables. The Party information may reside in any number of physical databases: phonetic, alpha, weighted. Includes at a minimum those capabilities currently supported by the SCOMIS Index.

Party Relationships
>   The Party Relationships capabilities covers the activities needed to tie party members together indicating some form of relationship and maintaining that relationship. This can be Parent/Child, Guardian/Participant, Attorney/Client, or other relationship: add, update, AKA maintenance.

Administer Professional Services
>   The Administer Professional Services capability deals with inventorying the social services that are available to case participants. This includes activities such as ensuring the social service agency complies with the rules and regulations, and the inventory of available organizations is kept current, and in some cases that the individual providers are qualified. This was moved under Entity Management since a service agency is just another Entity that is inventoried/managed by the courts.

Reports
>   Reports for Party Management fall into two categories. They are either ad hoc reports or Structured / Standard reports. Ad hoc reporting includes reports that provide one time answers on a non-scheduled / non-recurring basis. Structured / Standard reports are produced on a regular basis and are produced more than once. Both of these reports only provide information related to Party information.

Manage Case Record

Capability is focused on the management of court records, including document indexing (docketing), managing and processing exhibits, and management of court proceeding recordings. There are four sub capabilities in the Manage Record capability.

Exhibit Management
>   Exhibit Management capabilities focus on the receiving, storing, and destruction of court exhibits. These are physical assets that are to be tracked.

Court Proceeding Records Management
>   Court proceeding record management capabilities focus on the maintenance, indexing, access, and deletions/destruction of the recordings of court proceedings.

Reports and Searches
The Report capabilities support record management functions/activities through ad hoc reporting and standard reports to support mandatory reporting requirements. Includes at a minimum those capabilities currently supported by the SCOMIS Index.

Docketing / Case Notes

Docketing is the creation and maintenance of the legal record of the index of court actions taken and documents filed in a particular case. A docketing system is the creation and maintenance of that legal index record in electronic form.

*Note: As a general rule and practical matter, calendaring and/or case management systems are highly dependent upon the data and information in a docketing system. For example, a summary judgment motion is filed and the official record of that document is created in the docket. The motion also serves as the request for court time to be **calendared**. The motion also serves as the date marker relative to a **case management** rule regarding the sequencing and timing of the request and scheduling of the hearing for purposes of compliance monitoring and enforcement.*

Document Management –
Document Management capabilities support all functions related to the processing of physical documents (paper or electronic) in the court environment. There are eight sub capabilities that support this capability: receive, imaging, eFiling, disburse, search, store, archive, delete/destroy.

Pre/Post Disposition Services

Capabilities related to activities that take place before a case is heard and after a case is heard, including decision making activities. This is broken down into five basic capability areas. They are; Compliance, Juvenile Detention, Administrative Services, Judicial Decision Making, and Reports

Judicial Information Resource
The sub capabilities under the Judicial Information Resource capability focus on tools/information needed to make an informed decision on a case. This includes decision record management, record generation, and record access for decision making. An example of the key data to be include is access to the electronic affidavit with a log of who did what and reasons for actions in a searchable and easily displayable format (not just hidden in a docketing entry).

Reports and Searches
The Reporting capability falls into two categories, there are ad hoc reporting needs and structured reports to support tracking and monitoring needs of the court: tracking and monitoring, ad hoc reporting. Includes at a minimum those capabilities currently supported by the SCOMIS Index and the Judicial Access Browser System (JABS). This includes access to all relevant information/records, access to participant historical information, the ability to issue and manage decision records, access to participant history, and Washington State Patrol and Department of Licensing data,

Compliance
Capabilities that support the establishment, tracking, and monitoring of the terms of predisposition conditions of release, probation imposed (juvenile), treatment options, and sentencing.

Access to Risk Assessment Tools
This capability includes the access to/integration with existing tools used to perform an assessment of an individual to support monitoring terms imposed by the court. The assessment includes identifying whether the person is a risk to self, or others, and to assist with the management of risk of harm.

Bail / Bond
This capability includes the activities associated with bail management (e.g. collecting bail money, bail bonds, and producing receipts and reports).

Probation Services
This capability supports monitoring a person convicted of a crime to remain at liberty, subject to certain conditions and under the supervision of a probation officer.

Alternative Programs
This capability includes activities for tracking juveniles enrolled in alternatives program (i.e. electronic home monitoring, work crew, group care) in lieu of detention.

Juvenile Services
Juvenile Detention
The Juvenile Detention capabilities support activities and actions around the juvenile detention services. This includes the capabilities of Admission, Release, Tracking, and Facility Management: admissions, release, tracking, facility management.

Admit Juvenile to Detention
This capability includes the activities needed to support admitting a youth into a detention facility.

Monitor Juvenile in Detention
This capability includes the activities needed to support monitoring a youth in a detention facility.

Release Juvenile from Detention
This capability includes the activities needed to support releasing a youth from a detention facility.

Administration:

Capabilities conducted for managing and supporting a Court for carrying out its business mission. There are eight sub capabilities that fall under Administration.

Law Data Management **Court participants flagged as non-functional**

The Law Data Management capability covers activities associated with adding, updating, and deleting the laws that the court enforces (local and Statewide). Provide review and interpretation of newly enacted statutes on penalty assessments for proper categorization in the law table. Coordination of law data between JIS and the Washington State Patrol, WAPA charging manual, and Fish and Wild Life bail schedules. Determine class of offense for each law, Law Data, and begin and end effective dates.

All non civil cases require a reference to a law in a charging document, or referral notice.

Security **Court participants flagged as non-functional**

The Security capability focus's on the computer application and data security functions for the court. This includes creation of Logon Ids, assigning access rights to applications, maintenance of security privileges, removal of security privileges as needed, and monitoring access activities with the use of security reports. Data and applications are secured from unauthorized access and access is granted as needed to authorized individuals.

Security of cases, calendars, case notes, and other information is a major risk to the integrity of the court functions. The need to securely and effectively restrict access to sealed cases falls under the security umbrella. The ability for a system user to have access to processes they need to perform their job functions, and only those processes, is a critical aspect of security in any business environment, but even more so in the court environment due to the amount of confidential data maintained in the court systems.

Jury Management

Jury Management capability involves all activities related to Jury Pool setup, selection, notification, jury service postponement, tracking, and payment: create, maintain, selection, notification.

Local Rules

The capabilities associated with Local Rules deal with the creation and maintenance of those rules that each individual jurisdiction/court makes in how to do business in their business area: create, maintain.

Best Practices

The capabilities associated with Best Practices deal with the creation, maintenance, and education of court staff on the best practices developed in the administration of court processes and functions: create, maintain, education.

Forms Management

This capability revolves around the creation and maintenance of forms used by the courts from a global perspective. Those forms that are unique to a given court are not included in the scope of work covered by this capability.

Education

This capability involves the function of providing educational services to the different courts by AOC related to new Judicial Officer training, new global court processes and procedures, and system usage.

Court Profile

The court profile contains information that is specific to a particular court. This information may include court location, hours of operation, form letters, and any other court specific information that may be required when performing court business processes.

Reports

The Administrative Reports activity focus on the general reporting needs of the organization.

Manage Finances:

Capabilities related to financial processes at a Court. There are six sub capabilities that fall under the Manage Finances area.

Receive Payments

The Receive Payments capability focuses on the activities at a court related to the receipt of payments for any activity/reason. The Receive Payments capability consists of three sub capabilities. These sub capabilities are based on the type of payment that can be received. They are Trust Payments, Court Payments, and Bail Payments.

Disburse Payments

The Disburse Payments capabilities focuses on the activities at a court related to the distribution of assets (primarily money) to owed parties. The Disburse Payments capabilities consist of three sub capabilities. These sub capabilities are Recipients of Trust Payments, Remittances to Government Entities, and Returns to Payee / Applied to Case.

Administer Financial Activities

The Administer Financial Activities focus on those activities that deal with financial activities other than receiving and distributing funds for a Court. This includes End of Period Activities, Bank Reconciliations, Audits, and processing Unclaimed Property.

Manage Case Accounting

The Manage Case Accounting Actions focus on the management functions for financial operations. This includes Maintaining the Chart of Accounts, Maintaining bank relationships, and Reporting activities: setup accounts receivables / payables, setup payment agreements.

Collections

The Collections capability focuses on the activities related to account receivable collections. This includes sending notifications to owing party, assigning A/R to a collection agency, tracking payment history, etc.: setup, collections management.

Reports

This capability deals with all financial data reports not specifically identified in the other sub capability areas.

Define Financial Parameters

This capability supports the Court processes and functions that support the accounting and financial operations of a court.

Bank Account Management

This capability addresses the activities associated with establishing, maintaining, and tracking bank accounts (as opposed to case accounts) and performing ancillary tasks such as accruing interest, reconciling accounts, and producing journals and reports. These tasks address accruing interest on bank accounts but not within the court accounting system on the case, party, or other funds in bank accounts. Similarly, these tasks do not address interest on delinquent payments.

Reverse Payments

This capability should include but not be limited to identifying and processing dishonored payments (e.g. NSF checks, credit card payments, counterfeit currency, or payments done in error).

Cashiering

This capability includes activities around funds collected from parties and their representatives who submit payments required by the court. Receipting (cashiering) functions can be performed at the cashiering station of the front counter in the clerk's office if payments are made in person rather than electronically or by mail.